



2023 **EMPLOYEE ENGAGEMENT REPORT**

OFFICE OF HUMAN RESOURCE MANAGEMENT
OFFICE OF COMMUNICATIONS AND UNIVERSITY RELATIONS

FIRST CAMPUS-WIDE EMPLOYEE ENGAGEMENT SURVEY

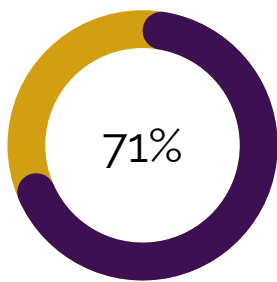
In September 2023, Louisiana State University (LSU) partnered with Qualtrics to administer a campus-wide employee engagement survey among full-time faculty and staff. The findings predominately reflect positively on LSU, highlighting commendable aspects. The survey revealed notable results that merit celebration, including well-being, engagement, and commitment to LSU's values. The survey also identified specific areas that could use enhancement including communication, trust, collaboration, and career development.

This report provides an overview of the data pertaining to areas of achievement and enhancement.

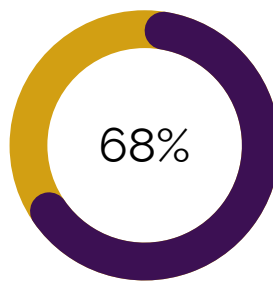
Where we are
TODAY

The survey, which comprised of 48 questions, was in the field from September 18, 2023, to October 6, 2023. It was sent to 5,335 potential participants (faculty and staff), and a total of 2,071 individuals participated. This response rate of 39 percent reflects the engagement and feedback from the population.

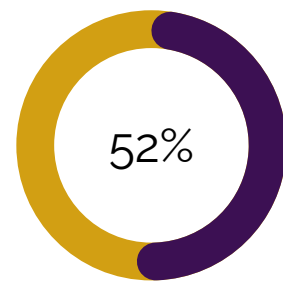
Broadly, LSU employees report a high level of personal fulfillment and engagement in their work. Furthermore, it is evident that LSU employees intend to remain at LSU for the long term, although there is potential for improvement in terms of retention. The percentages below are the three main points from the Qualtrics-delivered dashboard.



Employee Well-Being



Employee Engagement



Intent to Stay

According to [Gallup](#) only 32 percent of employees in the United States (both full-time and part-time workers) self-identify as engaged. Therefore, it is worth noting that LSU significantly surpasses this national average in terms of employee engagement.

Common terminology throughout the survey:

- **My team:** refers to the people in your primary workgroup, usually who report to the same manager as you.
- **My manager:** refers to the person you report to, usually the person who conducts your performance reviews. If you have more than one reporting line, you should refer to your primary reporting manager.
- **Senior leadership:** refers to the most senior team who make decisions about LSU (e.g., Provost, CIO, CAO, CHRO, Dean, and/or Department Head)

This report breaks down the areas of significant achievement and enhancement as identified by HRM and OCUR.

SURVEY HIGHLIGHTS: INSPIRING INSIGHTS



A Great Place to Work

Seventy three percent of full-time LSU employees would recommend LSU as a fantastic place to work, with 61 percent among faculty members specifically.

- This percentage stands notably higher, surpassing the average for other higher education institutions working with Qualtrics on similar surveys, by 13 percentage points.
 - Qualtrics provides some limited comparison data from their other clients in the higher education space.

Work Fulfillment

Eighty-one percent of full-time LSU employees experience a sense of personal accomplishment through their work.

- This surpasses the average of other higher education institutions by 5 percentage points.
- Seventy-nine percent of employees report experiencing a positive feeling about themselves at work. Faculty members scored 84 percent in this category.

Alignment with LSU's Values

Seventy-five percent of full-time LSU employees report that their manager's behavior is consistent with LSU's values. Faculty members scored 69 percent in this category.

- Similarly, 72 percent of employees express their belief in LSU's values (with 63 percent among faculty members).

Respectful Work Culture

Eighty percent of full-time employees express being treated with respect at work. This figure significantly outpaces other higher education institutions by 17 percentage points.

SURVEY HIGHLIGHTS: AREAS FOR GROWTH



Internal Communication

- Forty percent of full-time employees believe that open and honest communication is prevalent at LSU, which is 11 percentage points lower than the average among comparable higher education institutions.
- Fifty-nine percent of employees perceive a clear connection between their work and LSU's strategic objectives. This suggests a potential lack of awareness regarding strategic objectives.
- Forty-five percent of employees report that LSU effectively assists them in understanding how organizational changes will impact their work.

Employee and Leadership Trust

- Forty-three percent of full-time employees have confidence in senior leadership's responsiveness to employee feedback.
- Thirty percent of employees anticipate positive change as a result of this survey, which is 12 percentage points lower than the average among comparable higher education institutions.
- Sixty percent of employees believe they can freely express their opinions without fear of retaliation. However, this figure is 11 percentage points lower than the average among comparable higher education institutions. This percentage drops to 51 percent when considering faculty members' views on sharing their opinions without fear of retaliation.

Employee Collaboration

- Fifty-three percent of full-time employees perceive effective collaboration between teams at LSU. Interestingly, 79 percent indicate that their colleagues within their immediate work units cooperate effectively to achieve their tasks. This implies that the challenge may be inter-unit rather than intra-unit.
- Forty-six percent believe that work processes at LSU facilitate maximum productivity.

Career Development

- Fifty-eight percent of full-time employees indicate that they engage in meaningful discussions with their manager regarding their career development.
- Fifty-six percent of full-time employees believe that everyone at LSU can achieve their full potential, regardless of their background or characteristics. This percentage decreases to 47 percent for faculty members.
- Sixty-two percent of employees feel that they can attain their career goals within the LSU community.

A heatmap is a type of data visualization that uses color to represent the values of individual data points and highlights data from the entire engagement survey. In this report, the Higher Education Average among peer institutions is used as the benchmark, provided by Qualtrics. In the heatmap, gold indicates that LSU scored above peer institutions, while purple indicates that LSU scored below peer institutions. The staff category includes both unclassified and classified employees.

Category		LSU Overall	Staff	Faculty	Higher Education Average
	Question	2071	1424	542	Average number among our peers
Authority & Empowerment	I have the authority I need to do my job.	73%	72%	75%	Not Available
Collaboration	The people I work with cooperate to get the job done.	79%	81%	73%	Not Available
Collaboration	There is effective collaboration between teams at LSU.	53%	54%	50%	Not Available
Communication	Senior leadership responds to feedback from employees.	43%	45%	39%	Not Available
Communication	There is open and honest communication at LSU.	40%	41%	37%	-11
Engagement	My work gives me a feeling of personal accomplishment.	81%	80%	84%	+5
Engagement	I would recommend LSU to people I know as a great place to work.	73%	78%	63%	+13
Engagement	This company motivates me to contribute more than is normally required to complete my work.	52%	55%	45%	Not Available

Category		LSU Overall	Staff	Faculty	Higher Education Average
	Question	2071	1424	542	Average number among our peers
Ethics	I can report unethical practices without fear of reprisal.	59%	62%	52%	Not Available
Growth & Development	Overall, I feel that my career goals can be met at LSU.	62%	62%	62%	-3
Growth & Development	I have meaningful discussions with my manager about my career development.	58%	60%	53%	Not Available
Innovation	My manager values efforts to innovate the processes of my role and/or our department.	76%	78%	71%	Not Available
Innovation	I am encouraged to come up with better ways of doing things.	73%	78%	62%	Not Available
Intend to Stay	I intend to keep working at LSU for...	71%	72%	68%	Not Available
Intend to Stay	Overall, to what extent does your experience working at LSU meet your expectations.	32%	35%	25%	Not Available

Category		LSU Overall	Staff	Faculty	Higher Education Average
	Question	2071	1424	542	Average number among our peers
Living the Values	My manager's behavior is consistent with LSU's values.	75%	77%	70%	Not Available
Living the Values	I believe in LSU's values.	72%	75%	65%	Not Available
Managing Change	I feel supported in my efforts to adapt to organizational changes.	62%	67%	50%	-1
Managing Change	LSU does a good job of helping me understand how changes will affect my work.	45%	49%	35%	Not Available
Managing Change	I believe that positive change will happen as a result of this survey.	30%	34%	22%	-12
Performance & Accountability	I have a clear understanding of what is expected of me.	84%	84%	84%	+2
Performance & Accountability	I receive feedback that helps me improve my performance.	69%	72%	62%	Not Available
Psychological Safety	My manager values my perspective, even if it is different from their own.	75%	76%	72%	Not Available
Psychological Safety	I can share my opinions openly without fear of retaliation.	60%	63%	53%	-11

Category		LSU Overall	Staff	Faculty	Higher Education Average
	Question	2071	1424	542	Average number among our peers
Recognition	I receive meaningful recognition when I do a good job.	62%	64%	59%	+5
Resources	I have access to the resources (e.g., materials, equipment, technology, etc.) I need to do my job.	75%	81%	62%	0
Resources	My physical workspace allows me to be productive.	75%	79%	66%	Not Available
Respect	I am treated with respect at work.	80%	81%	78%	+17
Respect	When we disagree, my colleagues treat each other respectfully.	73%	75%	70%	Not Available
Role fit	My job makes good use of my skills and abilities.	78%	77%	80%	+5
Safety	I feel safe while I am at work.	84%	86%	80%	Not Available
Safety	LSU is committed to faculty and staff safety.	70%	75%	60%	Not Available

Category		LSU Overall	Staff	Faculty	Higher Education Average
	Question	2071	1424	542	Average number among our peers
Strategic Alignment	I believe LSU has an outstanding future.	66%	72%	52%	Not Available
Strategic Alignment	I can see a clear link between my work and LSU's strategic objectives.	59%	61%	52%	Not Available
Training	I have the training I need to do my job effectively.	82%	79%	88%	+9
Trust in Manager & Leadership	I trust my manager.	77%	78%	74%	Not Available
Trust in Manager & Leadership	My manager keeps their commitments (i.e., they do what they say they will do).	76%	77%	75%	Not Available
Trust in Manager & Leadership	I have confidence in senior leadership to make the right decisions for LSU.	48%	52%	40%	Not Available
Well-being	I feel positive about myself at work.	79%	79%	80%	Not Available
Well-being	I have trusting relationships at work.	76%	74%	79%	Not Available
Well-being	I feel energized at work.	58%	55%	64%	Not Available

Category		LSU Overall	Staff	Faculty	Higher Education Average
	Question	2071	1424	542	Average number among our peers
Work Process	My manager helps remove barriers to getting my work done.	68%	71%	61%	Not Available
Work Process	The work processes at LSU allow employees to be as productive as possible.	46%	49%	38%	Not Available
Work-Life Balance	I can manage my job responsibilities in a way that enables healthy work-life balance.	71%	75%	64%	Not Available
Work-Life Balance	LSU supports my efforts to balance my work and personal life.	61%	66%	49%	Not Available

In conclusion, the 2023 LSU Employee Engagement Report provided valuable insights into critical aspects of the employee experience. While acknowledging notable achievements in certain areas, it has also shed light on key areas that warrant attention and improvement.

The data-driven insights presented in this report lay the groundwork for cultivating a future in which LSU employees flourish. HRM will begin communicating data with departments to assist leadership in providing proactive measures to establish a workplace that consistently adapts to meet the evolving needs and aspirations of our valued employees.

